



2025 Grow with Solenis

Effective Date: October 2025

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Summary

In the fiscal year 2025, Solenis demonstrated a robust commitment to employee development through comprehensive offerings available company wide. Across Solenis, 86% of eligible employees reported that they have successfully achieved their 5% annual learning goal¹ through various channels, resulting in 102 hours per eligible employee, totaling 1,642,787 hours. Notably, 42% of employees exceeded the goal. Data is captured globally for all employees by age group, gender, management level, nationality, and cultural background, while race and ethnicity data is collected for U.S.-based employees. This enables us to ensure all employees, regardless of background, have access to and can participate in development opportunities across our workforce. Additionally, we offer programs to contract and part-time employees to ensure every employee has the opportunity to learn, grow, and advance within Solenis. Learning and Development programs comprise professional, leadership, commercial, and technology domains. With a workforce of 16,371 employees as of September 30, 2025, Solenis maintained an average cost per Full-Time Equivalent (FTE) of \$3.150², demonstrating our dedication to resource optimization while maximizing the impact of our investments in employee development.

Our Impact

\$175M

Estimated value driven by DirectImpact program

\$4M

Average Annual Cost Avoidance

\$2.3M

YOY Additional Revenue tied to TREK Learning

1.6M

Learning Hours

42%

FTE Exceeded Learning Goal

16%

Improvement on Customer Conversion Rates

6%

Higher Culture Survey Scores from Managers who completed a Leadership Program

2%

YOY Improvement on Employee Satisfaction

Solenis Learning Culture

Two of our cultural beliefs state that 'We only hire top talent, and we invest in employees' professional development' and 'I feel valued by the company and am able to develop my whole self.' As Solenis continues to grow, our people remain our most valuable resource. Building a culture of learning is not only essential for individual growth but also instrumental in driving organizational success. By investing in our people, we are better positioned to deliver innovative solutions, drive customer satisfaction, and attract top talent. This is an investment that we will continue to prioritize throughout 2026 and beyond.

Central to our approach is empowering each employee to dedicate 5% of their time to learning and development endeavors. This allocation, equivalent to approximately 2 hours per week, emphasizes our belief in the importance of

¹ The 5% learning goal figures are based on responses from 14,340 eligible employees. The data collection methodology was enhanced this year through the introduction of hour-range response options, in addition to the previous yes/no format, enabling a more comprehensive and accurate representation of learning participation across the organization. The decrease compared to the prior year reflects both the expanded employee population included in the KPI and the improved data capture approach.

² Average cost per FTE is calculated by dividing the total investment (including hours allocated to the Learning Goal) by the number of employees. This year, our total investment in programs increased by over \$2.2 million compared to the previous year. The average investment per employee decreased slightly due to the expanded workforce from the recent acquisition, which introduced variability in salary levels.

personal and professional growth. By encouraging exploration, experimentation, and skill-building, we enable our team members to enhance their proficiency in their current roles while also nurturing their aspirations for long-term career advancement.

At Solenis, our commitment to fostering a culture of learning extends globally, ensuring that every member of our multifaceted workforce has access to comprehensive learning and development programs. We offer a wide array of programs and resources to support individual growth trajectories. Whether through traditional coursework, self-guided study, mentorship opportunities, or innovative learning platforms, our employees have the flexibility to tailor their learning experiences to suit their unique preferences and aspirations. We recognize that learning takes many forms and are committed to providing avenues for exploration that resonate with everyone.

Professional Growth

Professional growth at Solenis is a cornerstone of our organizational philosophy, as reflected in our commitment to integrating professional development goals into the annual objectives of all our employees. These goals are meticulously crafted to align with the specific skills essential for their respective roles, as well as with designated leadership competencies. We understand that professional growth transcends mere job proficiency; it entails the continual enhancement of skills, knowledge, and competencies necessary for adapting to evolving industry landscapes and driving organizational success. Fostering professional growth enables our employees to remain agile, innovative, and competitive in their roles, ultimately contributing to our collective ability to deliver exceptional value to our customers, stakeholders, and the global community.

Live Training Programs

At Solenis, our live training programs cater to various career goals, ensuring every individual thrives within our organization. Included in LEAD (Leadership Engagement Alignment & Development), Solenis' annual global training initiative, are specific sessions dedicated to empowering employees to take ownership of their career development, among other competencies and skills essential for strengthening our culture.

On-Demand Offerings

Solenis provides on-demand, self-paced digital offerings, empowering our employees to engage in continuous learning and professional development. From interactive modules to virtual seminars, our digital offerings cater to various learning styles and preferences, ensuring flexibility and accessibility for all. To facilitate learning, every department and function develops Learning Journeys. This training tool, developed by subject matter experts, aids individuals in effectively identifying and addressing skill gaps. Learning Journeys also offer an opportunity to gain insight into other functions, discover transferable skills, or explore potential career aspirations. Furthermore, our impact is tangible, with over 10,700 views of the web pages hosting Learning Journeys. The most visited Learning Journeys include Product Regulation, PPM, Procurement, Supply Chain, Sustainability, and Finance. Over 11,000 employees completed at least one course in Learning Journeys. This demonstrates significant engagement and interest among our employees in these critical areas of development.



GoFluent: At Solenis, we provide our employees with access to a language training platform, offering tailored courses

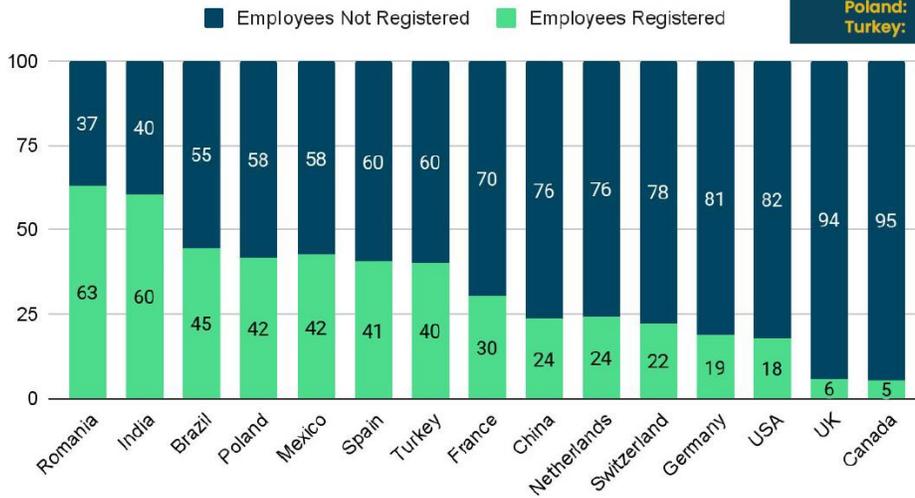
to enhance language skills in multiple languages. Through interactive lessons and personalized programs, employees can refine their communication abilities to meet the demands of a globalized workforce. In FY 2025, employees logged 8,691 hours on the platform, completed 21,038 learning activities, and participated in 757 live conversation classes. The most active countries include India, Brazil, China, Poland and Mexico, consistently leading in hours spent, activities completed, and conversation class participation.

Key Performance Indicators

2,119 active learners performed a total of 8,691.1 hours of training time, for an average of 4.1 hours per active learner.



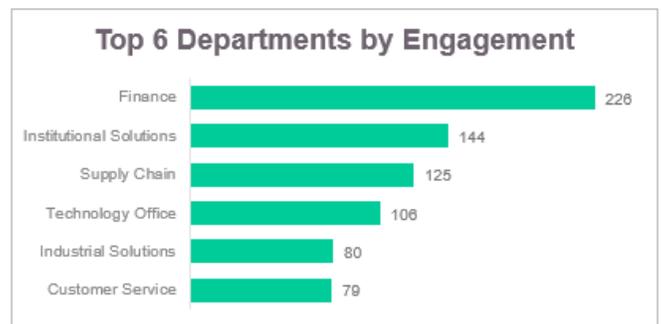
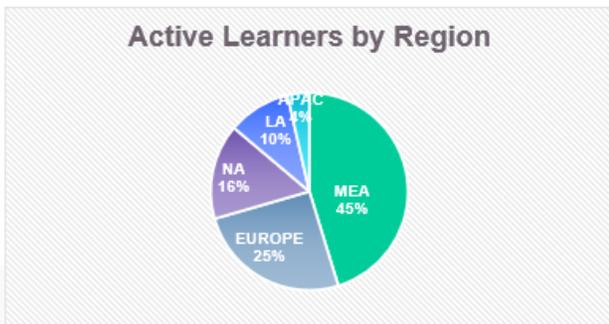
Percentage Employees Registered for goFLUENT



Highest Percentage Increase vs March 2025

- Romania: +21%
- USA: +11%
- Brazil: +7%
- Poland: +7%
- Turkey: +5%

Coursera: Another way our people continue to invest in their growth is through the content offered in partnership with Coursera, a platform that brings world-class learning from top universities and industry leaders right to their fingertips. With a wide variety of courses spanning topics like leadership, data analytics, human rights, personal effectiveness, and retirement planning, there's something for everyone looking to learn and grow. In fiscal year 2025, over 1000 active learners across the company took advantage of Coursera's offerings, dedicating valuable time to build new skills and advance their development.



JumpStart: In 2024, we conducted a comprehensive evaluation of our regional onboarding programs and identified best practices to create a more unified approach; and in 2025, we launched JumpStart, a comprehensive global onboarding program designed to ensure a smooth and engaging first 90 days for new employees. The program provides a structured suite of processes, resources, and guidelines that equip managers with the tools to effectively plan and onboard new hires, while immersing employees into our culture and operations. Now, global reach has over 1600 new hires and 800 managers. The overall employee satisfaction with onboarding has improved month by month, reaching 89% favorability after 30 and 90 days.



To keep that positive momentum going, in October this year, we launched two ultra-focused 10-minute ‘booster’ JumpStart digital courses in Workday Learning, ensuring all new hires and newly promoted people managers have been covered in JumpStart training and access to onboarding resources.



As part of the experience, Inside Solenis sessions are offered quarterly, giving new team members the opportunity to hear directly from senior leaders and functional heads about our business, strategy, and vision. Regional and local Inside Solenis sessions are also available in local languages, tailored to regional and local nuances and business functions, ensuring a more relevant and connected onboarding experience. In 2025, over 50 regional and local onboarding orientation sessions across the globe, reaching around 1,000 new hires.

Partnerships

We cultivate valuable partnerships around the world with industry-leading organizations and educational institutions to further enrich the development opportunities available to our employees. Such as various educational assistance programs. Recently, our collaboration with Temple University has expanded, moving beyond the MBA internship program to participate in their corporate affiliate programs. This partnership opens doors for Solenis employees to pursue various certifications or graduate degrees at Temple's esteemed Fox School of Business, enriching their professional skills and competencies. Eligible employees can benefit from scholarships, and the availability of online courses ensuring accessibility to the entire global workforce. These Temple scholarships complement Solenis' existing educational assistance program with tailored offerings for each region. This partnership represents a significant step in Solenis' commitment to fostering continuous professional development and empowering its employees worldwide.

As a company, we recognize the pivotal role of social interactions in fostering growth and professional advancement. We are in the process of creating a mentorship program that pairs employees with experienced mentors. These mentors will provide guidance, support, and valuable insights to help navigate career challenges and capitalize on growth opportunities. Additionally, our Career Development Center has been established as a central hub for employees' career growth. It provides offerings by level, guidance to initiate career development, and support for managers – all designed to enhance professional skills, clarify career goals, and foster advancement within the organization.

In addition, Solenis offers the Bravely platform, a valuable coaching resource accessible to all employees, regardless of level. Bravely focuses on career development, stress management, relationship building, and performance improvement. In FY25, we supported 142 employees at various levels through Bravely coaching, ensuring that all employees have access to personalized growth opportunities that promote ongoing wellbeing and success.

Through our professional development initiatives, we anticipate achieving tangible benefits such as increased productivity, cost savings from reduced turnover, revenue growth through innovation, improved employee retention, and enhanced quality of work. These outcomes not only contribute to our financial bottom line but also bolster our competitive edge and organizational resilience over the long term. Solenis is dedicated to providing a comprehensive array of programs and initiatives aimed at supporting the growth, development, and empowerment of our employees across all aspects of their professional journeys.

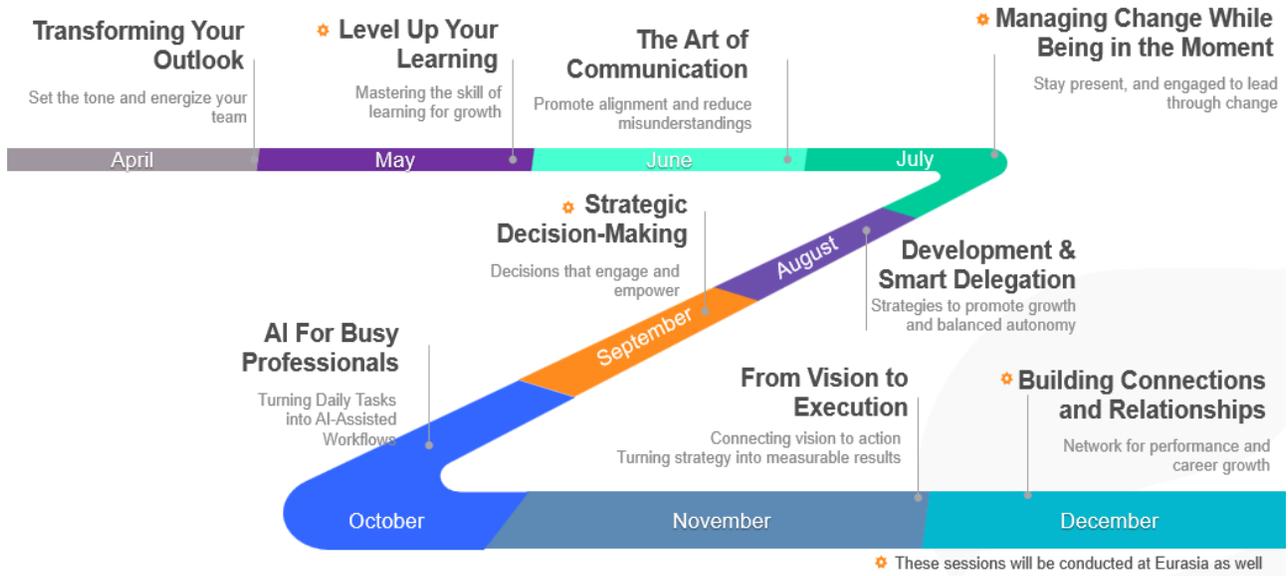
Leadership Growth

At Solenis, we recognize that effective leadership is pivotal to our success. That's why we prioritize leadership growth through a range of live cohort-based programs designed to cultivate and empower our leaders at every stage of their journey. Whether you are an aspiring manager, a new manager navigating your first role, or an experienced leader seeking to refine your skills, we have tailored programs to support your development. These programs create a supportive environment where employees learn invaluable skills to lead high-performance teams. By investing in our leaders, we drive individual growth and foster a culture of excellence and innovation that propels Solenis forward in the global marketplace.

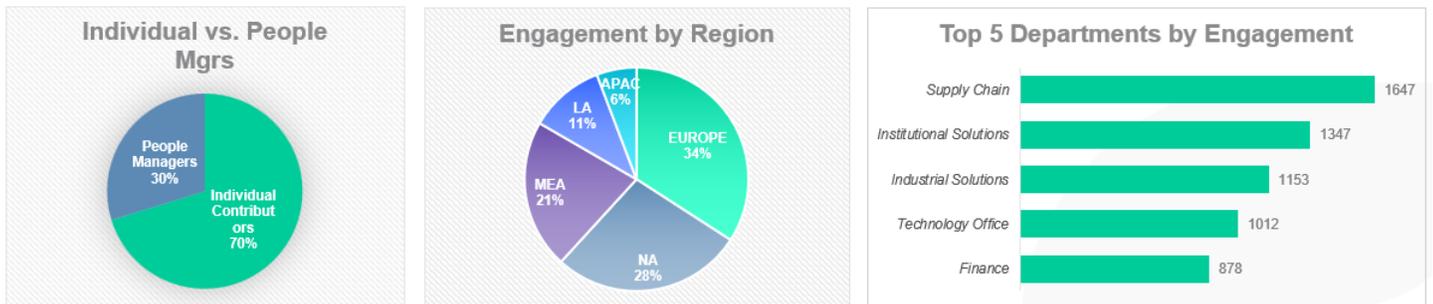
LEADing the Way

LEAD, Solenis' annual global training experience, is designed to cultivate competencies and skills aimed at fostering our culture and enhancing leadership capabilities. Offered in multiple month-long sessions throughout the year, this offering addresses various topics including Transforming Your Outlook, Level Up Your Learning, The Art of Communication, Managing Change While Being in the Moment, Development & Smart Delegation, Strategic Decision Making, AI for Busy Professionals, From Vision to Execution and Building Connections and Relationships.

LEAD 2025 – for a Sustainable Workplace



Additionally, it features live, interactive training sessions facilitated by external experts and internal leaders. This year, the program received nearly 9,000 total engagements from more than 3,700 employees around the world representing more than 20% of our workforce. The average satisfaction is 4.64 / 5 – Top 3 favorites: “Building Connections & Relationships,” “From Vision to Execution,” and “The Art of Communication”.



A Program for Every Leader

The CornerStone program serves as a transformative journey tailored to aspiring leaders at Solenis. Spanning 2 months and offered virtually through live sessions, the program is meticulously designed to facilitate the mindset transition from individual contributor to effective leader. Participants delve into crucial topics such as communication, decision-making, team dynamics, and organizational culture, equipping them with the foundational skills and perspectives necessary to thrive in leadership roles. In FY 2025, 334 aspiring leaders joined the program, fully prepared to embark on their leadership journey. Overall participant satisfaction rate is 4.68 on a scale of 1 to 5.

In 2024 we introduced our new People Manager Program, GEMstone, a 32-hour program designed for first and second-line managers seeking to elevate their leadership capabilities. Over the course of 4 months, participants engage in a transformative journey, building fundamental leadership skills essential to thrive in today’s dynamic business environment. From enhancing communication strategies to mastering effective delegation and conflict resolution, this program empowers managers to excel in their roles and drive organizational growth. In FY25, approximately 780 leaders joined this program, reinforcing our commitment to cultivating strong, capable managers across the organization. Overall participant satisfaction rate is 4.59 on a scale of 1 to 5.

GEMStone program has earned 2025 Brandon Hall Group gold award in the category of Best Leadership Development Program.



TouchStone is our flagship leadership development program re-designed for Senior Managers and Associate Directors. Tailored to prepare experienced leaders for greater organizational impact, the program builds capabilities in five critical areas:

- Mastery of leadership,
- Leading teams through change
- Leading complex challenges with creativity
- Mastering the art of execution
- Financial acumen

Through a blend of interactive 5 modules and 6 sessions, real-world case studies, and practical exercises, participants will enhance their ability to lead with clarity, influence across the organization, and drive sustainable business results. Touchstone aims to strengthen our leadership pipeline by equipping leaders with the tools, mindset, and behaviors required to thrive in complex, fast-paced environments. In FY 2025, approximately 220 senior leaders joined the program, quadrupling participation from the previous year. Overall participant satisfaction rate is 4.50 on a scale of 1 to 5.

Launched in FY25, the DirectImpact Program is a high-impact development experience for all company directors at Solenis. This two-day, in-person training provides an environment for directors to connect, exchange perspectives, and build critical leadership skills. The program emphasizes applying leadership concepts to practical business challenges, sharpening strategic thinking, and fostering a culture of purposeful, results-driven leadership across Solenis' global businesses. In FY25 and early FY26, we are tracking to accomplish the goal of training 100% of directors, across five cohorts held in North America and Europe, with 182 directors trained to date.

Part of DirectImpact was DirectImpact+, adding a third day to the program to include a capstone project. DirectImpact+ targeted 30 selected high-potential directors and focused on immediate and practical application of

concepts learned, combined with executive exposure. Participants were broken into teams, and each team was assigned 1 of 9 process improvement projects (i.e. Capstone Projects) that were selected from the prior year's culture survey. The project teams worked over the first two days building their proposals to present their capstone projects to the executive team on day three.

Upon completion of these presentations, the DirectImpact steering committee was created to ensure these projects are executed with the appropriate resources, stakeholders, and vendors. With topics that improve seller ability through order management, contract management, and more, these highly anticipated projects will drive an estimated value of \$175 million by furthering efficiency via returning selling time back to the field, driving standardization and governance globally, and increasing visibility in commercial execution.

The Solenis Wharton Executive Excellence Program launched in November 2024. This program was designed for senior leaders with 100% participation from individuals at this level. The program brought together 85 senior executives from around the globe for a four-day experience delivered across two cohorts, one in Madrid, Spain, the other in Philadelphia, PA, U.S.A. Participants engaged in thought-provoking sessions on topics such as Decision Making for Leaders and Strategies for Organizational Agility. The program equipped them with critical skills needed to develop robust corporate strategies, adapt to fast-changing environments, and drive Solenis' strategic direction. Through high-level discussions, strategic planning sessions, and executive networking opportunities, the program empowered leaders to contribute to Solenis' continued growth and success at the highest levels, underscoring our commitment to leadership development and organizational excellence.

To support professional development and leadership growth, Solenis offers three dedicated programs with a focus on empowering women – while remaining open and accessible to all employees. The first is WINStone, a transformative journey spanning several months, featuring virtual live sessions. Through these sessions, participants gain the knowledge, skills, and connections essential to thrive in their careers and make significant contributions to our organization's success. We hosted 68 women employees in FY25. Overall participant satisfaction rate is 4.51 on a scale of 1 to 5. Building on this foundation of development and connection, Elevate is a monthly, one-hour virtual development program designed to support and empower participants to learn, connect, and grow both personally and professionally. The series focuses on professional growth topics like leadership, communication, confidence-building, and career development – providing practical tools and inspiration for continued growth. It is an initiative that has been in our offerings for several years and in FY25, the program was offered to 200 employees. Lastly, we are proud to share that in FY25 we launched an executive Program, WERise – a nine-month initiative designed to support and empower executive leaders. The program, with 11 executives successfully graduating in its first year, seeks to redefine empowerment, foster a strong network of executive leaders, and highlight the transformative power of diverse voices in leadership. With its tailored approach, it equips executive-level leaders to amplify their impact and drive meaningful change. In total, these programs have reached approximately 600 women. Together, these initiatives exemplify our dedication to empowering and fostering a positive workplace culture for all at Solenis.

As part of our ongoing commitment to developing our people managers, we successfully trained 1487 leaders across all leadership programs in FY25 – representing approximately 55% of our global People Manager population. This reflects strong progress toward our goal of reaching 100% of our People Managers within two years. With 708 managers trained in FY24, we have already achieved 81% coverage to date, demonstrating significant momentum in building leadership capabilities across the organization.

We continuously evolve our leadership development offerings to meet the needs of our leaders at every stage. In this spirit, Northlight is our new leadership program launching in Q1 FY26, designed for both new people managers stepping into leadership for the first time and senior leaders seeking fresh perspective and renewal. This immersive 8-hour experience equips leaders with deeper self-awareness, the right mindset, and practical tools to turn intention into impact. Through reflective exploration, focused execution, and powerful conversations, Northlight helps leaders clarify what they want to be known for, embrace accountability as empowerment, and build habits that strengthen connection and drive high performance in today's dynamic environment.



Enhanced Wellbeing through Coaching, Training and Support

At the start of FY2024, Solenis launched a pulse survey during the “Burnout Understanding, Prevention, and Resilience” two-part LEAD session series to assess burnout across the organization. Results showed that most employees experienced burnout in the past year but believed it could be reduced with the right tools. However, one-third were unsure how to achieve that goal. [Read more here.](#)

- In response, throughout 2024 we delivered company-wide sessions focused on wellbeing, resilience, and professional growth, while providing access to tools and resources. We also piloted a tailored coaching program for senior leaders in partnership with Evolve, led by Pearce Cucchissi, to address executive challenges, improve performance, and foster team wellbeing. In addition to Pearce's initiatives, we collaborated with our BeYou Employee Well-being Program to deliver 12 monthly culture and well-being webinars (24 live sessions) to employees worldwide, providing them with tools and expert support to enhance their well-being. The BeYou Employee Well-being Program offers support in the following areas:
- Emotional Support: Anxiety, depression, stress, grief, loss, relationship conflicts, and more (4 sessions per issue/year) via face-to-face, phone, or online.
- Self-Development: Well-being, self-awareness, time management, communication, self-acceptance, and more (4 sessions per issue/year) via face-to-face, phone, or online.
- Legal Guidance: Divorce, adoption, family law, wills, trusts, estate planning, landlord/tenant issues, and more (30 min per issue/year) via phone or online.
- Financial Guidance: Retirement planning, financial health, and related topics (30 min per issue/year) via phone or online.

All services are available 24/7, confidential, free of charge, and accessible to employees and their household family members via phone, online, or GuidanceResources, with support provided in the local language by highly trained, caring experts.

Building on this foundation, we have enhanced the GEMStone Management Excellence program with new content that helps people managers recognize signs of stress, support their team members effectively, and actively care for their overall wellbeing. We also continued hosting webinars in 2025 to reinforce these efforts, sustain momentum in promoting resilience and reducing burnout, and further prioritize well-being through additional culture initiatives and campaigns highlighted in our FY2025 Sustainability Report.

BeYou Program Webinars Delivered in 2025 (Chronological Order):

- January: Psychology Behind Saving Money and Good Financial Habits
- February: Bringing Out the Best in Others

- March: Building Respectful Relationships
- April: Stress: A Way of Life or a Fact of Life?
- May: Creating Psychological Safety in the Workplace (*collaboration with EBRG Minds Matter*)
- May: Psychological Avoidance and Its Impact on Your Mental Health (*collaboration with EBRG Minds Matter*)
- June: Acceptance of Others (*collaboration with EBRG Pride Alliance*)
- July: Communication Skills for Families
- August: Running on E: Adding Energy and Passion to Your Life
- September: A Skill for Happier Living
- October: Asking for Help (*collaboration with EBRG Minds Matter*)
- November: A Men's Health Toolkit was shared during Movember and International Men's Day, offering resources and initiatives to promote self-care, routine checkups, mental health support, and education on key health concerns such as prostate and testicular cancer, heart disease, and suicide prevention – all aimed at helping men take proactive steps toward overall well-being.
- December: Managing Holiday Stress

Additional resources of BeYou Employee Well-being Program include the Guidance platform, the Assess Me tool, plus a variety of articles, videos, podcasts, and other materials on the website/app

Looking ahead, we plan to expand our webinar offerings to include additional topics on retirement and separation. In the meantime, financial guidance sessions (30 minutes per issue per year) will continue to provide support for retirement planning, while emotional support and self-development sessions remain available to help employees navigate important life transitions.

Assessments

In our learning and development efforts at Solenis, we recognize the pivotal role of assessments as invaluable tools for gauging progress, identifying strengths, and pinpointing areas for improvement. Our Leadership Competencies Framework stands as a dynamic tool meticulously designed to empower leaders at every organizational tier. With 14 key competencies, this framework provides a clear roadmap for personal and professional growth, inviting all employees to engage annually and support their career development plans. Through a self-assessment process, leaders gain insights into their strengths and areas for development within each competency. Tailored descriptions offer a nuanced understanding of what these competencies entail for individual leaders, whether they are just starting their leadership journey, navigating mid-level responsibilities, or operating at the executive level. By aligning expectations and providing actionable guidance, our framework equips leaders to thrive in their roles, drive performance, and foster a culture of excellence throughout the organization.

Additionally, we offer assessments to help individuals and teams improve communication, collaboration, and leadership effectiveness. Our tools include a 360° assessment provider to enable employees to receive feedback and insights from peers and colleagues, team assessments that highlight key behaviors like trust and accountability, and leadership assessments that evaluate reputation and performance. These resources support self-awareness, stronger working relationships, and overall professional growth.

Leadership Program Summary

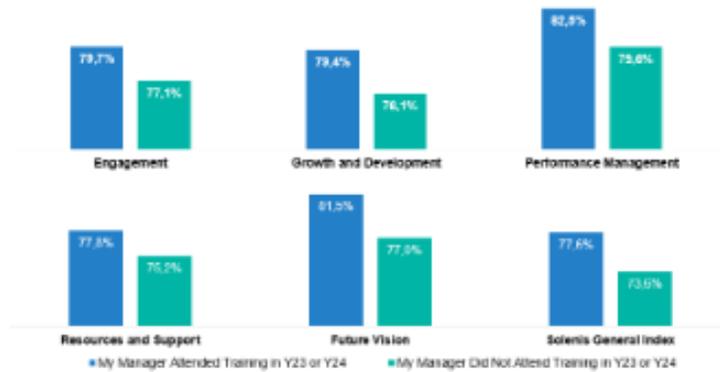
At Solenis, we prioritize leadership excellence through a comprehensive suite of tailored programs for our ever-growing workforce. Whether they are for aspiring leaders or seasoned executives, our initiatives promote growth, development, and innovation. Through transformative journeys, immersive sessions, and executive programs, we equip our leaders with skills, insights, and networks to drive organizational success. Complementing these initiatives are self-paced trainings for continuous learning. Our leadership development focuses on essential skills to cultivate an environment aligned with our culture, fostering employee success. By honing these skills, leaders create atmospheres conducive to growth and productivity, enabling them to tackle challenges, seize opportunities, and drive innovation, enhancing organizational agility and resilience.

Our programs are strategically aligned with insights from engagement surveys resulting in increasing our overall satisfaction score to 80% from 78% in FY24. Additionally, our voluntary turnover has decreased to 7% in 2025 from

7.4% in 2024. This showcases the positive impact of our initiatives and efforts to retain talent, resulting in an estimated cost avoidance of \$2.9 million³ in FY25 with an average annual cost avoidance of \$4 million as we approach our voluntary turnover goal of 6%. Ultimately, the measurable business benefits derived from our programs underscore its strategic importance as a catalyst for driving organizational growth, profitability, and long-term sustainability: In 2025, we trained 55% (over 1,400 leaders) of our combined leadership population across these programs, with an investment of over \$1.5 million, representing an exponential increase in our commitment to leadership development and organizational excellence. With this commitment and investment in leadership training already paying off and contributing an estimated \$175M through our DirectImpact+ capstone projects grounded in culture-survey insights and supported by a dedicated steering committee.

Managers Attending Leadership Programs Drive Stronger Employee Experience Across the Board

Employees with managers who attended a leadership program in 2023 or 2024 report more positive experiences across every category of the engagement survey. These results highlight employee sentiment from the 2025 culture survey, as a function of whether their manager attended a leadership program in 2023 or 2024.



Perceptyx



Perceptyx Research

The Business Impact of Great Managers

Organizations that prioritize the development of great managers will reap the rewards for their employee experience and the bottom line.

Employees working for their "best boss ever" are more engaged, less stressed, and more effective than their counterparts who are working for their worst boss. They are:

- 2.5x more likely to be fully engaged
- 5x more likely to be able to manage workplace stress
- 12x more likely to effectively cooperate with coworkers

Source: Perceptyx Manager Effectiveness Research

Leadership Development Improves Manager Effectiveness

Managers who attended a leadership program in 2023 or 2024 (blue bars) are more likely to be in the top quartile of managers as rated by their direct reports. Conversely, managers who did not attend a leadership program in 2023 or 2024 (green bars) are more likely to be in the bottom quartile of managers, as rated by their direct reports.



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Source: Perceptyx Manager Effectiveness Research

³ SHRM estimates the cost to replace an employee to be 0.5-2x the employee's salary, depending on seniority level. Cost avoidance is estimated here based on the count of voluntary terminations year over year at 1x the median salary.

Technical Growth

Solenis is deeply committed to the success of our commercial teams. We invest significant resources and training to ensure they have the latest knowledge and tools to drive sustainable solutions, nearly doubling our budget for commercial team development in 2025 to \$1.5 million⁴. This investment is a testament to our belief in our teams' power to impact the world positively. We believe that our people are our greatest asset. Our success in the marketplace reflects our commercial teams' dedication, skill, and passion. We are more than just a chemical company; we are a people company committed to developing the talents and abilities of our employees.

In addition to their selling prowess, our commercial teams focus on developing solid technical skills. This dual expertise is crucial in today's complex business environment, where challenges are not just about sales figures but about delivering real-world sustainable solutions. Our team's technical acumen allows them to understand and tackle even the most daunting challenges our customers face, ensuring that we provide solutions that make a tangible impact on their business.

One essential tool we use to assess and develop our commercial team's technical and commercial competencies is our TREK competency assessment and learning alignment application, which is available in 11 languages and in all regions to all Commercial employees, encompassing almost half of the employee population (46.5%). This tool allows commercial employees to evaluate their current abilities and identify areas for improvement. With TREK, employees can create a personalized learning plan, focusing on the competencies most relevant to their role and the company's goals. Working with their manager, they identify focus areas for improvement and set achievable learning gaps targeted for their training and development during the year. In fiscal year 2024, 74% of eligible employees leveraged TREK modules (about one third of the total employee population).

This commitment to ongoing learning ensures that our employees are always equipped with the latest knowledge and skills to excel in their roles and contribute to our company's success.

Sales Growth

We believe that leadership plays a crucial role in employee development. Our managers act as coaches and guide their team members through their development journey by providing mentorship and ensuring they have access to the necessary resources and training.

We invest significant resources and training to ensure our commercial teams have the latest knowledge and tools to drive sustainable solutions. This investment is a testament to our belief in our teams' power to positively impact the world. Solenis has a robust commercial skills training curriculum targeting selling and value delivery skills to drive commercial team success.

In today's competitive business environment, having a structured sales process is not just beneficial; it is essential. At Solenis, we understand this significance and have developed a comprehensive sales methodology called Needs Discovery Selling (NDS). This approach is not just a sales strategy; it reflects our company's values, our commitment to our customers, and the unique value we provide. The NDS process centers around understanding the deeper needs of our customers, both in their business and personal spheres. Our objective is not to sell solutions for the sake of it, but to uncover and emphasize the value these solutions bring to our customers. By focusing on our solutions' impact on their business, we aim to generate an unparalleled positive customer experience built on trust and compliance.

At Solenis, we believe in the power of continuous improvement, not just in our solutions but in every aspect of our customer relationships. Our Customer Value Assurance (CVA) process embodies our commitment to this principle. This approach is a testament to our dedication to understanding, anticipating, and addressing our customers' challenges in achieving their business goals and objectives. The Customer Value Assurance process is all about consulting with our customers to develop solutions that deliver real, measurable value. Our goal is to enhance our customers' business performance by implementing, maximizing, and measuring the impact of our Solenis value

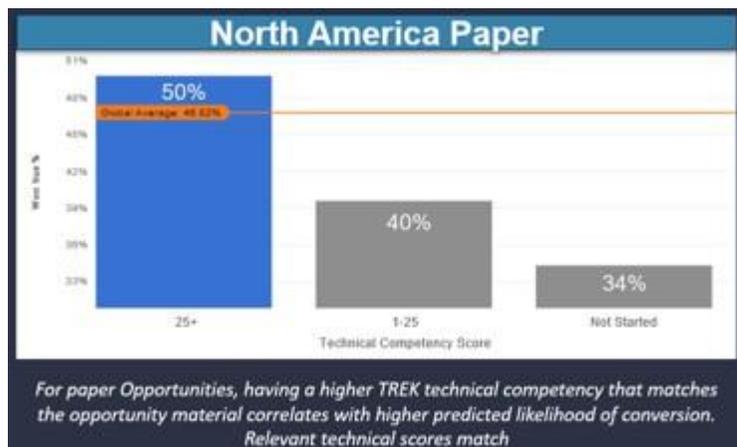
⁴ This increase is in proportion with the larger business post-Diversey acquisition in 2024.

solutions. It is a collaborative effort aimed at achieving tangible improvements in their operations and results.

The Solenis commercial team then tracks this customer's continuous improvement. The Solenis "ValueAdvantage" program enables Solenis commercial professionals to systematically track and document the measurable value that Solenis solutions deliver to customers. By calculating both business and sustainability savings, the program provides a tangible scorecard that quantifies the value Solenis consistently brings to each customer relationship. This scorecard not only highlights the positive impact on customers' bottom lines but also serves as a benchmark for environmental and resource conservation efforts.

"ValueAdvantage" doubles as a dynamic, searchable repository of proven value ideas, accessible to the entire Solenis commercial team. This shared resource empowers Solenis representatives to bring the latest and most relevant solutions to current and prospective customers, ensuring a high standard of service and an innovative approach to meeting evolving customer needs.

To support the effective implementation of the Solenis Needs Discovery Selling sales process and the Solenis Customer Value Assurance value delivery process, Solenis provides various commercial skill training opportunities. These commercial skill training sessions include virtual webinars, in-person workshops and coaching-the-coach sessions delivered to intact sales teams upon request. Participation in the sessions varies from 10 to 20 for live in-person training events and up to 50 for virtual regional training events. Commercial Training Sessions are typically conducted with teams from all Solenis divisions three to four times a year, accessible to 100% of the Commercial business.



The Solenis NDS and CVA commercial processes are also embedded into the TREK competency development program that includes self-paced on-line training resources to develop commercial skills of all commercial employees. Companywide metrics are assigned and tracked to ensure all commercial employees complete beginner, intermediate and advanced knowledge, and skills in both of the Solenis commercial processes within their first 5 years of employment. Representatives that have competencies in selling certain materials have a higher opportunity conversion rate, contributing to about \$2.3 million in additional revenue from last year. For example, for paper opportunities, representatives that had a TREK technical competency that matched the opportunity material had a 10% higher conversion rate than those who have started the TREK module but have not completed it, and 16% higher conversion rate than those who have not started at all.

These development programs equip our sales team with the knowledge and skills to apply these commercial processes successfully. They gain proficiency in Needs Discovery Selling (NDS), covering prospecting techniques, sales call planning, opportunity strategy development, crafting winning sales proposals, and negotiation tactics. Additionally, they learn about Customer Value Assurance (CVA), including planning, conducting business reviews, and ensuring perceived value delivery. Workshops also focus on developing interpersonal skills like counseling, versatility in sales approaches, coaching for performance, persuasive presentation techniques, and strategic negotiation planning. Overall, these trainings enhance participants' abilities to drive sales, build strong customer relationships, and achieve business growth objectives effectively.

At Solenis, our commitment to commercial excellence drives us to set the bar higher every year, and our latest

innovation takes this ambition even further. For the past five years, our North America Consumer Solutions sales team has meticulously tracked and refined commercial best practices, focusing on four essential pillars:

- Account Management
- Opportunity Pipeline
- Value Advantage
- TREK

These pillars serve as the backbone of our success, ensuring our teams are aligned, focused, and equipped to deliver outstanding results for our customers.

Through in-depth analysis, we discovered a powerful connection between these metrics and our success rates, prompting us to build a cutting-edge tracking tool in Salesforce. This tool provides a seamless, real-time view of commercial excellence at all levels of our organization, showcasing the actionable insights Solenis brings to each customer's engagement. Now, we're rolling it out globally, empowering our entire commercial team with best-in-class analytics to deliver measurable value, enhance customer relationships, and drive exceptional outcomes.

Leadership Without Barriers

In today's evolving workplace, understanding and navigating change while fostering a culture of inclusion and accessibility is paramount for any organization. At Solenis, we recognize the significance of creating an inclusive workforce that considers all employees in our framework. We offer numerous opportunities for personal development, including inclusive leadership training and active allyship programs tailored for individual contributors, champions and managers. Our offerings also encompass content designed to support the cultural growth of our multi-faceted workforce, along with opportunities for enhancing self-awareness, mitigating biases, and improving cross-cultural communication skills. These programs are accessible to all employees through a variety of formats, including on-demand virtual training, self-paced modules, live sessions, and in-person cohorts.

Expansive Learning Pathways for All

Our online Workday Learning platform provides employees with a wide range of self-paced training modules, covering both mandatory and optional topics. Some courses are developed in partnership with our legal team to ensure compliance with company policies and legal requirements. Others are created in collaboration with Employee Business Resource Groups and special interest groups, while certain programs are designed at the request of people managers to strengthen team dynamics, trust, and relationship building.

These training sessions are essential for cultivating a workplace culture rooted in dignity, respect, and zero tolerance for discrimination, retaliation, or harassment. Each module delivers key policies and guidelines alongside practical strategies for fostering inclusivity, covering topics such as unconscious bias in interviews, enhancing team culture, transformational leadership for inclusive innovation, leading diverse teams, optimizing team diversity, assessing cultural climate, cross-cultural communication, and many more. The platform also offers collegiate level courses and certification on inclusive leadership competencies, equipping employees with the skills to create a positive, welcoming environment. To ensure accessibility, these resources are available in multiple formats and languages for individuals of all abilities.

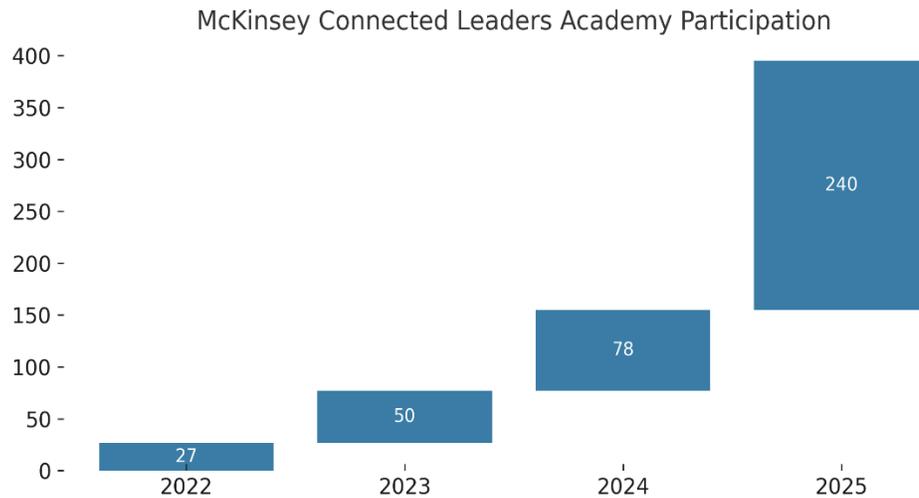
Our Learning Journeys platform offers a comprehensive educational exploration of inclusive learning opportunities, catering to individuals with varying levels of familiarity with the framework. Structured around three core pillars - Building Blocks of Culture and Inclusion, Allyship, and Bias - these journeys provide practical examples and insights to enhance understanding. Recognizing the needs of our remote employees, our offerings extend to podcasts, books, and other training modes, ensuring easy accessibility for all.

Furthermore, through partnerships with external vendors, we provide additional avenues for skill development, leadership advancement, and supporting varied workforce representation management. These vendor offerings are available to all employees, allowing them to select competencies for further development and, in some cases, earn certifications or badges. One such vendor collaborator is McKinsey and Company who provides tailored learning for our employee population through their Connected Leaders Academy. Since 2022, 130 of our employees from across the world have completed one of the program's three tiers of training that are designed for different career stages and

aspirations. These tiers include:

- Leadership Essentials: Designed for early-career professionals or individual contributors aiming for managerial roles
- Management Accelerator: Intended for mid-level managers aspiring to senior leadership positions
- Executive Leadership Programs: Available to top-tier executives aiming for the C-suite

Participants have the opportunity to connect with peers from various industries while benefiting from McKinsey's best-practice modules and expert facilitators. In 2025, we enrolled over 240 employees in the program cohorts.



Promoting Allyship

Utilizing LeanIn's extensive range of training and resources has provided us with valuable additional learning opportunities. One notable initiative launched in 2022 is the Allyship at Work Program. This program aims to empower employees to recognize their privilege and leverage their positional power, equipping them with actionable strategies to act as allies in the workplace. The training includes a foundational workshop supplemented by an online workbook and breakout sessions, followed by two small- group sessions for ongoing support, accountability, and continuity. By participating in this program, employee allies not only enhance their own understanding and commitment but also have the opportunity to connect with like-minded individuals dedicated to driving meaningful change.

Within our North American Consumer Solution and global Pool Solutions organizations, encompassing over 400 employees in North America, Latin America, Africa and Europe, we continued our Culture and Engagement Champions network initiative. This network provides employees within these region and functional areas with specialized experience that fosters smaller group discussions, dialogues, and training sessions on pertinent, supportive workplace topics. These intimate discussions aim to create a safe environment for open dialogue, where all perspectives are welcomed and valued, particularly regarding challenging subjects. Topics covered span a wide spectrum, including, but not limited to:

- Cultural awareness
- Microaggressions
- Neurodiversity
- Multicultural and intergenerational connections
- Team awareness
- Dimensions of diversity
- The bystander effect

To complement these discussions, our Talking Talent platform provides mini-learning opportunities through concise one-page articles. These articles cover various topics such as unconscious bias, personal pronouns, cultural awareness, team building and microaggressions, offering additional resources and tools to facilitate further communication and serve as workplace reminders.

Creating a Workforce of Future Leaders

At Solenis, we believe that leadership is reflected in both attitude and action. Our people managers shape the employee experience, and to further enhance their impact, we established the Future Leaders Training Program. The program's pilot cohort, launched in early 2023, graduated 33 participants in March 2025. This initiative promotes in-person networking and camaraderie while equipping future leaders with the essential skills and competencies to excel not only as managers, but as inspiring leaders that are ready for promotion opportunities.

This program is designed as a developmental journey that provides participants with additional leadership competencies that prepare them for future leadership or training opportunities. To date, 47% of the graduating cohort has achieved a promotion with 22% stepping into people manager roles – excluding the 12 participants who were already people managers.

With additional modules focused on inclusive leadership, allyship, and recognizing bias, we are equipping our leaders with critical all-encompassing leadership skills. These modules are designed to foster team harmony and create an environment where inclusivity is at the forefront, ensuring that our leaders are not only effective but also well-rounded in their approach to managing multifaceted teams. We plan to continue offering future cohorts on a regular basis to sustain this impact.



Photo: Atlanta & Chicago Cohort

Commitment to Hiring and Training Excellence

At Solenis, best-in-class hiring practices form the cornerstone of our strategy for hiring top talent and ensuring we bring fresh talent and perspectives to our organization. As an equal opportunity employer, we are committed to fair and non-discriminatory recruitment practices worldwide, while casting a wide net to ensure all talent is considered for job opportunities. To support this commitment, we provide quarterly, mandatory *Hiring the Best* training for all people managers, setting the expectation for 100% completion. This program establishes a consistent, fair, and compliant approach to recruitment across every region we operate, aiming to eliminate bias and uphold fairness.

The 2024 kick-off session offered a comprehensive overview of the hiring cycle, covering key phases such as preparation, sourcing, screening, selecting, and onboarding talent. Bias awareness was woven into each stage of the training, emphasizing practical application. We began the 2025 fiscal year with a strong emphasis on improving interviewing skills. Managers attended Interviewing with Intent sessions that covered key areas such as candidate experience, the STAR technique, effective probing questions, interview do's and don'ts, rubrics, and debrief practices to enhance both candidate selection and overall experience. Additional FY25 training focused on our new Workday recruiting platform, ensuring leaders were fully educated on its functionality and compliance requirements. This training was also extended to contractors involved in recruitment, as well as sourcing partners.

This program includes interactive elements like role-play scenarios to foster engagement and quizzes to reinforce alignment. To ensure relevance and accessibility, we conduct these sessions through HRBP-led *train-the-trainer* initiatives, tailored to local dialects and cultural nuances. This comprehensive program empowers managers to attract top talent and foster a more consistent hiring process, strengthening our commitment to excellence in recruitment and team development.

As we continue to evolve and adapt to the changing landscape of work, our dedication to consistent leadership practices remains unwavering. Through a comprehensive range of training initiatives, we aim to equip our employees with the necessary skills and knowledge to thrive in an ever-evolving and dynamic environment. By investing in the development of our workforce and fostering a culture of accountability, we believe we can create a healthier, more respectful, and ultimately more successful organization for all.

Employee Business Resource Groups (EBRGs): Driving Inclusion and Growth

EBRGs are essential to creating an inclusive, learning-driven culture. These employee-led groups provide opportunities for connection, professional development, and cultural awareness across our global workforce. Through EBRGs, employees gain access to:

- **Learning Opportunities & Cultural Events**

EBRGs host events that celebrate diversity and promote cultural understanding, helping employees broaden perspectives and strengthen collaboration. These initiatives reflect our commitment to building a workplace where every voice is valued. (Learn more about our EBRG Cultural Celebrations here.)

- **Professional Development & Training**

Members benefit from training programs designed to enhance leadership, communication, and technical skills. EBRGs also serve as platforms for sharing best practices and lessons learned, reinforcing our growth culture. Quarterly meetings with EBRG leaders and sponsors – aligned with our global culture and inclusion strategy and governance structure – further strengthen consistency, commitment, and learning opportunities.

- **External Partnerships & Conferences**

Solenis partners with leading organizations to provide EBRG members access to external learning opportunities, including industry conferences and leadership forums. A notable example is our collaboration with LEAD Network in Europe, which supports gender equity and leadership development across the region. Another notable partnership for our EBRG leaders and members is with TAPPI (Technical Association of the Pulp and Paper Industry) and especially with their Women In Industry Division. TAPPI also offers a wide range of programs such as *Foundations of Leadership Excellence*, technical courses like *Introduction to Pulp and Paper Technology*, mentorship offerings and safety programs through *TAPPISAFE*. These resources help employees strengthen leadership skills, deepen technical expertise, and stay ahead in a rapidly evolving industry.

- **Impact on Workforce Development**

EBRGs significantly enhance engagement and retention by creating pathways for mentorship and career advancement. Programs like the WINs Connection Program – which uses a profile-based platform to help employees connect and learn about different roles – offer unique networking opportunities. Topics range from “Managing Full-Time Work While Returning to School” to “What It’s Like to Work on the Sales Team,” helping employees build networks and explore career paths. Additionally, EBRGs collaborate with initiatives such as Solenis Emerging Leaders Mentorship and Reverse Mentorship Programs, providing stretch opportunities and fostering personal and professional growth.

Internships, Apprenticeships and Re-Entry Programs

Solenis develops early career talent through a coordinated suite of paid internships, structured apprenticeships, and return-to-work initiatives. These programs provide hands-on experience, mentorship, purposeful project work, and

access to our inclusive culture, creating a sustainable pipeline of future leaders who are ready to contribute to our customers and communities from day one.

Program Purpose

- Build job ready capabilities in commercial, technical, operational, and corporate functions.
- Advance inclusion and opportunity for diverse talent while strengthening Solenis' global workforce.
- Deliver real business impact through projects linked to sustainability, innovation, safety, and customer value.

Program Tracks

1) Internships

Early career professionals and students work on meaningful projects aligned to current business needs. Each intern is paired with a mentor and gains exposure through leadership panels, workshops, project showcases, and access to Employee Business Resource Groups (EBRGs). Representative tracks include:

- Commercial Sales Internships: Field-based learning with customer interaction, application of sales/process methodologies, and exposure to value delivery practices.
- MBA Internships: Strategy, analytics, and cross functional projects aligned to enterprise priorities (e.g., sustainability, digital, customer value).
- Leadership Readiness Internships: Intensive programs designed to accelerate professional skills and presentation capability through cohort learning and symposium style demonstrations of work.

2) Apprenticeships

For individuals pursuing non-university or vocational pathways, Solenis offers multi-month to multiyear on-the-job training in technical, laboratory, operational, supply chain, and commercial support roles. Apprentices receive:

- Role specific curricula (technical safety, lab practices, equipment, quality).
- Mentored rotations and assessment milestones that validate readiness for long-term roles.
- Industry certifications or verified skill credentials where relevant.

3) Return to Work ("Returnship")

Professionals returning after a career break receive targeted upskilling, mentorship, and structured project work to refresh skills and re-enter growth roles. Programs typically include:

- Reskilling modules (digital tools, product technologies, customer solutions).
- Manager supported integration with clear success criteria and transition pathways to permanent roles.
- Community and peer networks (e.g., EBRGs and mentorship circles)

Core Learning Model

Solenis' learning culture encourages all employees – including program participants – to invest 5% of work time in learning. Early career programs leverage:

- Cohort based sessions (leadership, communication, teamwork, and inclusion).
- On-the-job assignments connected to customer outcomes and sustainability handprint (e.g., water, energy, waste reduction).
- Digital learning (e.g., language and skills platforms), technical competency frameworks (e.g., commercial competency assessments), and manager engagement via regular feedback.

Key Benefits for Participants

Career Development

- Mentorship & sponsorship: Dedicated mentors and access to leaders who provide guidance, feedback, and visibility.
- Structured pathways: Clear milestones, skill maps, role expectations, and support for certifications or competency assessments.
- Project showcase & leadership exposure: Opportunities to present deliverables to senior leaders and cross-functional teams.

Inclusive Culture & Networks

- EBRG access: Participation in groups that foster belonging, allyship, and community (e.g., Women's networks, PRIDE, Multicultural Network, ABLE).
- Well-being resources: Global well-being programming (mental, physical, social, financial), flexible work where applicable, and manager engagement.
- Equitable opportunity: Commitment to non-discrimination, equal opportunity, and pay equity practices.

Real World Impact

- Customer value delivery: Projects aligned to ValueAdvantage – quantifying sustainability impacts (water/energy saved, waste reduced, emissions avoided).
- Responsible operations: Exposure to safety standards, Responsible Care® culture, quality systems, and governance expectations.
- Innovation & digital fluency: Use of modern platforms (e.g., IoT/AI applications, analytics tools), and participation in problem-solving with R&D and technology teams.

Program Experience & Components

- Onboarding & Orientation: Introduction to The Solenis Way, our values, safety commitments, sustainability strategy, and business segments.
- Mentor Pairing & Manager Support: Defined goals, regular check-ins, constructive feedback, coaching, and development planning.
- Learning Pathways: Leadership webinars (LEAD), cohort workshops, technical labs, self-paced courses, and language programs.
- Rotations & Shadowing (role dependent): Exposure to adjacent teams (e.g., sales, applications, lab, supply chain, customer service).
- Showcase & Symposium: Formal presentation of project outcomes to leaders and peers; recognition of achievements.
- Transition Planning: Guidance on next steps—return for a subsequent internship/apprenticeship cycle,

Future-Ready Development and Transition Resources

Our commitment to employee development doesn't stop at the workplace. We provide comprehensive resources to help individuals plan for retirement, navigate career transitions, and stay future-ready—whether through financial planning, professional learning, or outplacement support. By combining dignity and care with practical tools like Coursera learning, BeYou well-being resources, and global partnerships, we ensure employees are equipped for success today and prepared for what comes next.

Supporting Our People Beyond Separation

Our commitment to supporting employees development and future advancement doesn't end when their time with the company does. Whether a separation is driven by retirement, restructuring, position elimination, or other business needs, we are dedicated to treating all individuals impacted with dignity, respect, and care. Through a range of support mechanisms, we aim to ease transitions and uphold our values—even beyond employment.

Planning for Retirement

We are committed to supporting employees throughout every stage of their career, including planning for a secure retirement. Through our BeYou Employee Well-being Program, team members have access to confidential financial guidance and planning resources designed to help manage long-term goals and prepare for life after work. These services are available globally, 24/7, and include expert advice on budgeting, investments, and retirement strategies, ensuring employees can make informed decisions about their financial future. Additionally, employees can access a wide range of self-paced resources, including videos like *"How to Plan for Retirement"*, podcasts such as *"Deciding When to Start Receiving Retirement"*, interactive calculators, and on-demand training. Articles like *"Pre-Retirement Checklist"* and *"Emotionally Adjusting to Retirement"* provide practical guidance and insights to help employees prepare both financially and emotionally for this important life stage.

In addition to what our Well-being Program offers, we empower employees to continue growing professionally through our Coursera online learning platform. Coursera offers thousands of courses, specializations, and professional certificates from top universities and industry experts. Employees can customize learning paths to build in-demand skills, earn recognized credentials, and stay competitive in a rapidly evolving workplace. Coursera also provides a variety of self-paced courses focused on retirement planning and strategies for managing life after work. By combining robust retirement planning resources with world-class learning opportunities, Solenis ensures that employees can thrive both now and in the future.

These resources, along with other key reminders, are shared with employees at regular intervals as they approach their retirement date to ensure they are well-prepared and informed.

Outplacement Services with LHH

Solenis partners globally to offer professional outplacement support to employees who are separated and outplaced under eligible circumstances. These services are tailored based on the level of the transitioning employee, providing career coaching, resume development, job search strategies, and access to job placement resources.



Severance Packages and Coverage

In certain separation scenarios, Solenis may offer severance packages in accordance with company policy. These packages may include monetary severance based on tenure and role, year-end bonus payments (where applicable), payout of unused vacation time, and extension of healthcare benefits, helping ensure continued access to medical coverage during a critical transition period.

Solenis fully complies with the Worker Adjustment and Retraining Notification (WARN) Act in the United States. In the event of a layoff involving 50 or more employees at a single site, we ensure proper notice is provided and all legal obligations are met.

Next-Level Learning: AI + Cyber Confidence

As part of our commitment to continuous learning and innovation, Solenis offers a comprehensive suite of training programs focused on Artificial Intelligence (AI) and Data Security. Employees have access to mandatory awareness modules, including but not limited to phishing, emerging scams, and data protection best practices, ensuring our workforce remains vigilant against evolving cyber threats.

To support skill development in AI, our LEAD Program features courses like “*AI for Busy Professionals: Turning Daily Tasks into AI-Assisted Workflows*”, designed to help employees integrate AI tools into everyday processes for greater efficiency. Additionally, through Coursera, team members can explore AI-related courses tailored to specific business units and skill levels—from beginner fundamentals to advanced applications – empowering employees to stay ahead in a rapidly changing digital landscape. To close the fiscal year, Solenis Emerging Leaders (SEL) led a series of webinars designed to introduce Microsoft apps Copilot, Loop, and Planner, and discuss capabilities unlocked by those tools as well as strategies for Generational Management.

Beyond formal training, Solenis fosters ongoing dialogue about AI adoption and innovation through town halls and company-wide updates, sharing progress, best practices, and future opportunities. These initiatives ensure employees not only understand how AI is transforming our business but also feel equipped to leverage it responsibly and effectively.

Looking ahead to FY26, AI will be an important enabler of growth, collaboration, and innovation across our organization. Through LEAD sessions, we will continue to build foundational AI literacy, explore practical applications, and strengthen our employees’ ability to work effectively across functions in an increasingly digital environment.

To complement this, we plan to launch a dedicated AI workshop for our executives, supporting leaders in shaping strategy, making informed decisions, and leading responsibly in an AI-enabled future.

Building Sustainability Knowledge Across Our Workforce

At Solenis, sustainability is at the core of our business – and we ensure our employees are informed, engaged, and empowered to make an impact. Through our Learning Journey on Sustainability, employees can earn bronze, silver, and gold badges by completing competency modules in areas such as Sustainability Essentials, Sustainability in Business, Sustainability at Solenis, and our ESG+C commitment and impact. For senior leaders, we offer ESG Executive Programs to deepen strategic understanding and drive meaningful change. We also encourage employees to leverage Coursera, where they can access courses on sustainability fundamentals and stay current on emerging trends through content developed by leading universities and industry experts.

In 2025, our Institutional Solutions team launched Green Shoots, a Seeds of Learning podcast series, to break down complex sustainability topics into easy to digest insights. The podcast is available to all employees via Solenis intranet and aims to grow sustainability knowledge as well as confidence when supporting customers in meeting their sustainability goals. Episode topics so far include circular packaging, energy savings, social value initiatives, and more!

Employees also have the opportunity to participate in our Sustainability Taskforce, led by our Chief Sustainability Officer, which includes cross-functional workstreams focused on Scope 1, 2, and 3 emissions, value advantage, circularity, biodiversity, product stewardship, and evolving sustainability guidelines and trends. A core purpose of this taskforce and its workstreams is to educate our workforce and develop strategies that promote reevaluation of

chemistry, training and reskilling, and increased awareness of our industrial impact on the environment - including climate change, carbon footprint, and overall sustainability performance – so that we can continue to mitigate any negative effects. These collaborative efforts help shape our approach to environmental responsibility and innovation. Additionally, to ensure our workforce remains informed and aligned with our goals, our Chief Sustainability Officer shares updates on key sustainability initiatives, emerging trends, and actions Solenis is taking at each Global Town Hall.

We also celebrate and actively promote our Fiscal Year Sustainability Report, making it available across all channels – including LinkedIn, our intranet, and solenis.com – and directing employees to read it for their own development. This ensures transparency and encourages every team member to stay informed about our progress and commitments.

Looking ahead, we are planning a Sustainability Week in March 2025 (FY26) to provide additional education, engagement, and resources for our global workforce.

Learning and Development Impacting Performance

At Solenis, we believe that developing our people is fundamental to driving business performance and achieving sustainable growth. Our Performance, Development & Rewards (PD&R) process fosters open, ongoing communication between employees and managers about performance and career development, while directly linking these efforts to compensation and recognition outcomes.

PD&R connects each employee to the company's objectives through a systematic, year-round process that includes:

Annual Goal Setting: Key leaders establish their top strategic accountabilities and cascade them throughout the organization to ensure alignment at every level. Building on this foundation, employees and managers collaboratively set SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound) that directly support these broader priorities. This approach reflects a Management by Objectives (MBO) philosophy, where predefined, measurable goals are set at least annually and progress is routinely reviewed to ensure alignment and make adjustments as needed. Each goal includes clearly defined Key Performance Indicators (KPIs) with measurable targets to promote accountability, clarity, and transparency across the organization.

Ongoing Feedback, Assessment & Agile Conversations: Regular one-on-one discussions and team meetings enable real-time adjustments to goals and KPIs, identification of development opportunities, and removal of performance barriers, ensuring objectives remain relevant and achievable throughout the year. Performance is assessed through a multidimensional, 360-degree approach that extends beyond manager-set targets and incorporates alignment with company values, feedback from peers, direct reports, and cross-functional partners, culture survey insights on manager effectiveness, and external input such as client feedback when applicable. This approach is further strengthened by comprehensive assessment and development tools – including DiSC profiles, Objective Management Group (OMG) sales assessments, talent scorecards, and other leadership diagnostics – which are reviewed and refreshed annually to remain innovative and aligned with organizational needs. Combined with leadership programs and coaching, these tools support a holistic understanding of performance, continuous growth, and readiness for future roles.

Mid-Year Updates & Year-End Reviews: Formal checkpoints provide opportunities to review progress against KPIs, reinforce accountability, and make necessary course corrections. Year-end reviews evaluate overall performance against both individual and team objectives and include a structured calibration process to ensure fairness and consistency across the organization. During calibration, managers and senior leaders align on performance ratings, apply bias-mitigation practices, and validate decisions against company standards and pay-for-performance principles. This process promotes transparency, consistency, and equitable outcomes across all teams and regions.

Action Planning & Compensation Linkage: Individual goals and KPI achievement are directly tied to measurable outcomes, with clear connections to performance-based rewards. This linkage ensures that employees are recognized and rewarded for delivering results aligned with company priorities. Employees are evaluated on both their individual contributions and their impact on team outcomes, using a weighted approach that reinforces collaboration and shared accountability. This team-based performance appraisal model is directly connected to our compensation structure, including company incentive plans. Strong individual and team performance influences incentive payouts, ensuring that rewards reflect not only what employees accomplish independently, but also how effectively they contribute to shared

organizational success.

All PD&R resources and training are available in multiple formats and languages, ensuring inclusivity for employees of all abilities and geographies. By utilizing this comprehensive suite of resources, employees gain a clear understanding of how performance outcomes and goal achievement influence compensation decisions, which are validated through calibration. This approach further emphasizes the importance of continuous self-improvement and encourages active engagement in Learning and Development.

Cultivating Success through Learning

Solenis is committed to fostering a culture of continuous learning that promotes growth at both the individual and organizational levels. By investing in our most valuable asset – our people – we not only strengthen the business but also ensure its sustainability and resilience in the long term. Our focus on professional and leadership excellence lies at the core of our approach, with tailored programs designed to nurture growth, cultivate development, and inspire innovation among our broad-ranging workforce.

Additionally, our commitment extends to ongoing technical and sales growth, ensuring employees are adept and contributing to company success. Moreover, we maintain unwavering dedication to comprehensive leadership, which is evident in the range of training initiatives we offer. These programs aim to create a workplace that is not only more culturally aware but also healthier, more respectful and more successful for all. The impact of our programs is reflected in a human capital ROI with an average annual return of 2% and a total improvement of 8% since 2020, reaching 6.42 in FY24. Lastly, we have improved the deployment of our offerings by making them more accessible through multiple languages and accommodating various time zones, ensuring employees worldwide can fully benefit from our programs. of 4.77. While this represents a decrease from the FY24 ratio of 6.44, FY25 reflects a year of increased investment in our workforce and operating structure. The revenue benefits of these investments have not yet fully materialized and are expected to emerge in FY26. Lastly, we have improved the deployment of our offerings by making them more accessible through multiple languages and accommodating various time zones, ensuring employees worldwide can fully benefit from our programs.